Course Description
The course is designed to crystallize the competencies covered in the Nonprofit Leadership Studies program for majors. Goals include the promotion of critical thinking and building on competencies such as effective writing. Assignments and class discussions will be used to help students develop leadership confidence and competencies and affirm learning acquired during program. The course will help to prepare students for careers in the nonprofit sector. Students will identify and analyze current events in nonprofit management, prepare a project that builds preparatory skills, and learn more about career options and the expectations of those working in nonprofit agencies.

Learning Objectives
- Discuss topics of nonprofit management and reference important theoretical approaches and research relevant to the topic.
- Be aware of best practices as they apply to the various aspects of nonprofit management.
- Identify personal goals for their career as a nonprofit professional

Text Books
- On-line Articles are available in Canvas

Assessment and Grading (Grading system can be changed if we have to change class modality)
The grading for the semester is based on the following criteria:

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<thead>
<tr>
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<th>10* 20 Points</th>
<th>200</th>
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<tbody>
<tr>
<td>Discussion Postings</td>
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<tr>
<td>Nonprofit Case Study</td>
<td></td>
<td>150</td>
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<tr>
<td>Exams: Midterm and Final</td>
<td></td>
<td>2*200 400</td>
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<tr>
<td>Participation and attendance</td>
<td></td>
<td>50</td>
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<tr>
<td><strong>Total points</strong></td>
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<td>800</td>
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Grading scales
Discussion Postings / Peer response to the postings (20*10=200)
We have 10 scheduled discussion postings. Upon completion of the assigned exercises you are expected to offer at least one feedback to postings of peers unless there is indication of not having one in that particular week. Your contributions to the discussion forums will be graded for quality not quantity, timeliness of your contributions, and a detailed feedback.

Nonprofit Case Study (150)
This research project allows students to understand what goes on in real world nonprofit organizations. Since nonprofit environment is constantly evolving and changing, I feel strongly that students in nonprofit leadership should be exposed to reality.

Each of the students will identify an established 501c3 nonprofit organization in DFW metro and review and research its mission, vision, organization, management and any issues of challenges facing that nonprofit organization.

Potential topics are: Developing reputation and branding, Fund development, Volunteer recruitment, Volunteer management, Board development, Board leadership, Governance, Staff leadership, Strategic planning, Marketing, Risk management, Business continuity etc.

Key components of research project will be prepared and submitted as following schedule:

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<tr>
<th>Points</th>
<th>Due</th>
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<tbody>
<tr>
<td>10 points</td>
<td>2/3, 6:00 pm</td>
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<tr>
<td>30 points</td>
<td>2/25, 6:00 pm</td>
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<td>30 points</td>
<td>3/29, 6:00 pm</td>
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<td>30 points</td>
<td>4/19, 2:00 pm</td>
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<tr>
<td>50 points</td>
<td>4/26, 6:00 pm</td>
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The final paper should be prepared in a format and style appropriate for delivery to the agency and board leadership, including a transmittal a title page, an abstract highlighting the research findings and recommendations, and a clearly organized and professionally written report. Each student will make a presentation to the class on the key findings of research.

- Written report must be 5-6 pages in length, not including title page, an abstract and references.
- All articles and books used in report should be fully referenced on a separate reference page. As proper citation is a key part of any research assignment, it is imperative that you utilize proper citing and quoting techniques in this paper. In this class, you can use any formal citation format of APA style (American Psychological Association). Please see citation basics offered by UNT library.
- Final paper must be prepared in MS Word format and turned in electronically to the CANVAS by 4/21. Late papers will not be accepted.
Exams (200*2=400)
We have midterm and final. Each exam will contain new material, but the final exam will be cumulative. The examination will be based on lectures, texts, class activities, discussions in class. Exam will be closed book, requiring essays and short answers and multiple choices. Exams cannot be made up. A missed exam may be excused with the proper documentation of illness or personal tragedy if student notify Dr. Jang in advance.

Participation and attendance (50)
This course is remote online only, but important on require your remote synchronous participation. Participation of online meeting is required activity of class that affects your grade. These classes cannot be replicated and are experiential learning so they cannot be made up or substituted. Therefore absence will affect your grade because of the experiential content. Thoughtful engagement and participation are essential in this class. Therefore, we will engage in dialogue, in a safe learning environment that is open-minded and courteous.

ZOOM Protocols
Students are expected to participate via Zoom with professionalism that includes keeping the camera on and maintaining an environment similar to what you would experience as a remote employee. No one expects perfection, but we do expect a sincere effort. All of classes use Zoom meeting: https://unt.zoom.us/j/4857410232 (Meeting ID: 485 741 0232) at Mondays at 2:00 pm

Late work
Late work will be only accepted within a week and 10% points will be deducted for late work. After one week, you will receive a zero. You may still submit the assignment in order to receive feedback from the instructor, which is needed in order to do well on the final paper. Once you make a late submission it is your responsibility to inform instructor and TA for late grading. No late submission will be accepted for final paper due to grade reporting timeline.

Student Perceptions of Teaching (SPOT)
Students are strongly encouraged to complete the Student Perception of Teaching (SPOT) survey. This short survey will be made available on-line at the end of the semester.

CANVAS
Canvas will be used to supplement work in this course (https://unt.instructure.com/login/ldap). Checking Canvas frequently is advised in order to stay abreast of any and all announcements, and changes. On occasion, the professor will send emails to the entire class via UNT student assigned email accounts.

Academic Dishonesty: POLICY ON CHEATING AND PLAGIARISM
Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration office.

Definitions
The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying other’s tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

Penalties
Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the professor in the course, or by the departmental faculty in the case of departmental exams. Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the professor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

Appeals
Students may appeal and decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

Special Needs
The Department of Public Administration, in cooperation with the Office of Disability Access, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12th class day of regular semesters.

Diversity and Inclusion
It is my intent that students from all diverse backgrounds and perspectives be well-served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that the students bring to this class be viewed as a resource, strength and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups. If you have a name and/or set of pronouns that differ from those that appear in your official UNT records, please let me know!
Tips for Success

Read syllabus carefully and understand the course structure

Understand key components: This course is made up of the following component: 1) class lectures, 2) discussion postings, 3) exams, and 4) Nonprofit case study assignments leading up to a final paper. The course is based on problem-based learning as demonstrated through practicing skills, i.e., working toward mastery.

Know due dates of each course requirements and plan accordingly: Each week you will work through a CANVAS weekly modules. Modules will open on Monday and remain open for the entire course. CANVAS modules, assignment links, course calendar and syllabus clearly indicate due dates. Make sure plan your submission accordingly. You will access the modules through the weekly icons on the left tool bar. You will have both textbook readings and read the materials online.

Take advantage of weekly online live meeting: I offer online zoom live meetings on Tuesdays (not a part of grade)
  o  https://unt.zoom.us/j/4857410232 (Meeting ID: 485 741 0232) on Tuesdays from 11:00-noon. The first meeting will be on 1/12
  o  Dr. Jang will answer the questions about assignments and exams and offer opportunities to the students discuss ideas, challenges, and solutions.
<table>
<thead>
<tr>
<th>Week (Dates)</th>
<th>Topics</th>
<th>Readings</th>
<th>Assignments and Due Dates</th>
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</table>
| Week 1 1/11 | Introduction: Review of syllabus and the nonprofit sector | 1/11 at 2:00 - Zoom meeting: [https://unt.zoom.us/j/4857410232](https://unt.zoom.us/j/4857410232) (Meeting ID: 4857410232)  
- Nonprofit Impact Matters (CANVAS)  
- How Philanthropy Can (and Can’t) Help Prevent Evictions during the Pandemic (CANVAS) | Discussion posting 1: Video introduction (due: 1/13 6:00 pm)  
Peer response (due: 1/14, 6:00 pm) |
| Week 2 1/20 | Understand nonprofit sector in US | No class on 1/18. Dr. Martin Luther King Jr. Holiday  
The People's Sector: A Look at Nonprofit Gains and Losses  
[https://apps.urban.org/features/nonprofit-gains-and-losses/](https://apps.urban.org/features/nonprofit-gains-and-losses/) | Discussion posting 2 (due: 1/20 6:00 pm)  
Peer response (due: 1/21, 6:00 pm) |
| Week 3 1.25 | Understand Nonprofit Sector in Texas |  
- Built for Texas (CANVAS)  
- Guidestar.org: Create login and find 990 form of your choice nonprofit organization and review the form | Discussion posting 3 (due: 1/27 6:00 pm)  
Peer response (due: 1/28, 6:00 pm) |
| Week 4 2/1 | Naming and Structuring Nonprofit |  
- Pakroo. Chapter 1 | Case study 1:  
Choice of nonprofit (due 2/3 6:00 pm) |
| Week 5 2/8 | Developing Strategic Plan |  
- Pakroo. Chapter 2  
- Create a Strategic Plan (CANVAS) | Discussion posting 4 (due: 2/10, 6:00 pm)  
Peer response (due: 2/11, 6:00 pm) |
| Week 6 2/15 | Board of Directors |  
- Pakroo. Chapter 4 | Discussion posting 5 (due: 2/17, 6:00 pm)  
Peer response (due: 2/18, 6:00 pm) |
| Week 7  2/22 | Nonprofit Board and Governance | • Nonprofit Board Responsibilities (CANVAS)  
• Recommended Governance Practices (CANVAS)  
• Nonprofit Governance and the Power of Things (CANVAS) | Case study 2: General review of organization (due 2/25 6:00 pm) |
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<td>Week 8  3/1</td>
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<td>Midterm</td>
<td>Exam submission 3/3, 6:00 pm</td>
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| Week 9  3/8 | Nonprofit Workforce: Staff and Volunteers | • Pakroo. Chapter 5  
• Who’s in Charge Here? Role of the Board of Directors vs. Role of the Executive Director (CANVAS)  
• How to Survive Nonprofit Founder’s Syndrome (CANVAS) | Discussion posting 6 (due: 3/8 6:00 pm)  
Peer response (due: 3/9, 6:00 pm) |
| Week 9  3/15 | Marketing | • Pakroo. Chapters 9 and 11 | Discussion posting 7 (due: 3/17 6:00 pm)  
Peer response (due: 3/18, 6:00 pm) |
| Week 10  3/22 | Fundraising | • Pakroo. Chapter 6  
• Four fundraising trends to expect in 2021(CANVAS) | Discussion posting 8 (due: 3/24 6:00 pm)  
Peer response (due: 3/25, 6:00 pm) |
• The Global Day of Generosity, “Complete Guide for Individuals.” (CANVAS) | Case study 3: Analysis of issue/challenge (due 3/29, 6:00 pm) |
| Week 12  4/5 | Risk management | • Pakroo. Chapter 7  
• A Call for Nonprofit Risk Management (CANVAS) | Discussion posting 9 (due: 4/7 6:00 pm)  
Peer response (due: 4/8, 6:00 pm) |
| Week 13  4/12 | Find your job and ready | | Discussion posting 10 (due: 4/14 6:00 pm) |
| Week 14 4/19 | Nonprofit Case Study Workshop  
- Presentation 4/19  
- Final paper submission 4/21 | Peer response (due: 4/15, 6:00 pm)  
Case study presentation 4/19  
Submission of Final paper 4/21, 6:00 pm: No late submission will be accepted |
| Week 13 4/26 | Final exam on 4/26 | Exam submission 4.26, 6:00 pm |